

Iowa Department of
Administrative Services

DAS

Government's Partner in Achieving Results

BUSINESS PLAN

Fiscal Year 2008

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EXECUTIVE SUMMARY

The Department of Administrative Services (DAS) was established on July 1, 2003 by consolidating the Department of General Services, the Iowa Department of Personnel, the Information Technology Department, and the accounting function from the Department of Revenue and Finance. The functions of those entities were merged into four enterprises – the Human Resources Enterprise (HRE), the General Services Enterprise (GSE), the Information Technology Enterprise (ITE), and the State Accounting Enterprise (SAE). As part of this strategy of consolidation, DAS has also implemented a new business approach known as *entrepreneurial management* – a customer-focused approach to delivering services in a competitive marketplace.

The creation of these enterprises within a single department and the implementation of “entrepreneurial management” is intended to give employees greater incentives to improve services, lower costs, and more flexibly meet customers’ needs – the needs of state departments providing critical services to Iowans. As a result of this structure, business decisions made by DAS enterprises are based on the desire to meet customer needs and the resulting financial consequences. Additionally, under this structure DAS customers have greater input regarding the goods and services that are provided by DAS.

Basis changes for DAS enterprises and DAS customers resulting from the creation of DAS included:

- The removal of many of the mandatory requirements that agencies use internal administrative services, other than utility services.
- A change in the way that the agencies receive funding for services. Initially, General Fund monies previously appropriated to DAS entities were transferred to the budgets of customer agencies to be used for the purchase of goods and services provided by DAS. This was a one-time distribution, and now customer agencies must request these monies on an annual basis. The end result is that those agencies have greater control over how their funds are spent when purchasing products and services from DAS.
- The creation of Customer Councils to guide the establishment of rates for DAS utility services.
- Implementation of key business principles including accrual accounting, competitive pricing, and customer input regarding services and goods provided by DAS.

Services provided by DAS have been categorized into three service areas: utility services, marketplace services and leadership services. (See Attachment “A” – DAS Program/Services Categories for FY09)

1. **Utility services** are those most efficiently provided through DAS in order to maximize efficiency and/or capture economies of scale – where it makes economic sense to have a single supplier for all users, like Capitol Complex space management, employee benefits administration, or collective bargaining negotiations. Customer agencies are required to purchase utility services from DAS. Funding for DAS utility services is provided by customer payments made by those customers who use the service. Customer agencies

have a voice in setting these utility rates through Customer Councils which review proposed rates and the basis for those rates.

2. **Marketplace services** are those which customer agencies may select a vendor (either DAS or some other entity inside or outside state government) to provide the service. Such services include personnel training, conference planning, vehicle rentals and repairs, printing, graphic design, and a variety of technology services. Funding for DAS marketplace services is provided by customer payments made by those customers who choose to obtain the service from DAS.
3. **Leadership services** are those services related to policy and standards development, and financial administration. Funding for DAS leadership services is provided by an appropriation.

GENERAL AGENCY DESCRIPTION

GENERAL SERVICES ENTERPRISE (GSE)

Ray Walton, Chief Operating Officer

The General Services Enterprise maintains all Capitol Complex buildings, grounds, monuments, manages the operation of the state fleet of vehicles, provides mail services to state agencies, provides statewide architectural and engineering project management services for construction projects, and manages the procurement function for most executive branch agencies. The General Services Enterprise is comprised of the following:

1. Architectural and Engineering Services
2. Capitol Complex Maintenance
3. Employee Safety Program
4. Fleet and Mail Services
5. Lease and Space Management Services
6. Procurement Services
7. Vertical Infrastructure Program

ARCHITECTURAL AND ENGINEERING SERVICES

Architectural and Engineering Services provides project management, planning, architectural and engineering services for construction, repair, maintenance and renovation projects statewide. The division also provides leasing and space management services for agencies at the Seat of Government, and leasing consulting services for agencies outside the Seat of Government.

CAPITOL COMPLEX MAINTENANCE (CCM)

CCM staff maintain the Capitol Complex buildings, grounds, and monuments to provide a safe, healthy, cost effective and aesthetically pleasing environment for elected officials, employees and visitors. Quarterly meetings between CCM and employee representatives from various buildings are held to improve communication regarding maintenance services.

FLEET AND MAIL SERVICES

State Garage - Located at 301 E. 7th St. on the Capitol Complex. The State Garage staff maintains the state vehicle fleet, receives and prepares new vehicles for issue, and prepares vehicles for auction.

Motor Pool - The Motor Pool provides short-term and long-term transportation to state agencies. The Motor Pool has been providing quality vehicles for over fifty years.

Fueling Station - In February 1991, the state fueling station was the first station in Iowa to offer E85 fuel for state vehicles. The station is located at the corner of E. 7th and Walnut Streets. The link for all E85 fueling stations in Iowa can be found at: [http://das.gse.iowa.gov/org_info/Fleet & Mail/Iowa E85 Fueling Sites Color.pdf](http://das.gse.iowa.gov/org_info/Fleet%20&%20Mail/Iowa%20E85%20Fueling%20Sites%20Color.pdf)

Fleet Management purchases and disposes of fleet vehicles, manages the fleet fueling credit card, responds to statutory reporting requirements, responds to legislative inquiries, assigns fleet vehicles to state agencies, insures the registration and licensure of fleet vehicles, maintains an inventory of fleet vehicles by active and inactive status, and conducts vehicle auctions.

Risk Management – The state is self-insured for state fleet vehicles under the management of DAS. Risk Management evaluates all accident claims, settles tort claims or recommends settlement to the Attorney General's Office, and recovers accident costs that were the fault of a third party. Risk Management is a cost-effective alternative to paying vehicle insurance premiums.

Mail Processing – The Mail Center receives and delivers all incoming United States Postal Service and interoffice mail to approximately 90 Capitol Complex delivery stops twice daily and once daily to 13 off-complex sites. The Mail Center receives and processes most Capitol Complex outgoing mail within 24 hours of receipt. During FY06, Mail Services reduced the rates it charges state agency customers by \$100,000.

LEASE AND SPACE MANAGEMENT SERVICES

Lease and Space Management Services is responsible for locating lease space and negotiating and preparing lease contracts that meets the state tenant's requirements. This includes preparation of lease amendment for renewals, extensions, or alterations to existing space. Services provided include a wide range of lease negotiations for commercial leases where the State is the tenant: leases for offices, warehouse or storage facilities, special purpose requirements, or build to suit offices.

Lease and Space Management Services is responsible for assignment and tracking of office and storage space on the Capitol Complex and in leased locations in Polk and contiguous counties. The division is also responsible for developing and maintaining agency space allocation forms and office space standards and guidelines in order to effectively plan and ensure maximization of space utilization for the most efficient use of space.

PROCUREMENT SERVICES

Purchasing procures goods and services for most State of Iowa executive branch agencies. Its mission is to facilitate a process that provides timely, cost-effective, and high quality goods and services through cooperative and proactive procurement practices. The focus of Purchasing is to:

1. Improve the value of services to our customers.
2. Reduce the rate (user fee) our customers pay for our services.

Purchasing is a centralized function, designed to provide the best value through an open, fair, and competitive bidding process. Purchasing serves an important role as a neutral third party in the competitive bidding process and has a proven record of saving money and reducing the cost of

government by utilizing economies of scale. Purchasing focuses on providing professional procurement services to its customers so they can focus on accomplishing their core mission.

To fund a centralized purchasing operation, a prorated user fee based upon the amount of goods purchased by an agency was established. The fee has ranged from as high as 2 percent to 1 percent of goods and services purchased by agency customers. In 2004, the 1 percent fee was eliminated and a subscription fee (allowing unlimited purchases by state agencies) was adopted by the GSE Customer Council. Purchasing does not receive a general fund appropriation.

VERTICAL INFRASTRUCTURE PROGRAM

The Vertical Infrastructure Program works collaboratively with agencies supported by the Department of Administrative Services to identify projects and establish priorities on an enterprise-wide basis. The Vertical Infrastructure Program provides direct support to the following:

1. Capitol Planning Commission which is advisory to the Legislature.
2. Iowa Vertical Infrastructure Advisory Committee which reports to the Governor and to 12 agencies and divisions around the state in support of building repair and maintenance projects.
3. ADA Advisory Committee which focuses on the unique issues related to building and facility accessibility.

HUMAN RESOURCES ENTERPRISE (HRE)

Nancy Berggren, Chief Operating Officer

The Human Resources Enterprise provides a full range of human resource services to Iowa state government generally in the areas of employment services, program delivery services, and benefits and risk management services. With the exception of training and development, a marketplace function overseen by the Performance and Development Solutions (PDS) unit, all other services are utility services.

EMPLOYMENT SERVICES

Employment services works with executive branch agencies in all phases of the employment process. These services include all the following:

1. Pre-employment services including review and posting of job postings and agency advertisements; application review and evaluation to create list of qualified applicants; maintain central exclusion list and notify employees of decisions and appeal rights; assisting applicants in making application for vacancies; informing applicants regarding the status of their application; providing agencies with electronic access to application and other appropriate information; and reviewing and modifying services based upon current trends, customer feedback, collective bargaining agreements and current law.
2. Recall and outplacement program services including providing guidance and counseling in the recall/outplacement process to affected employees, maintaining centralized recall list and outplacement candidates; and reviewing and modifying services based on agency and applicant feedback.
3. Affirmative Action program services including administering this program for Executive Branch employees; establishing policy, data collection, reporting, and ongoing education and training initiatives intended to establish and maintain a diverse and balanced workforce.
4. Classification, compensation, and selection systems maintenance for Executive Branch agencies; including review and consultation with agencies and Personnel Officers regarding classification and compensation issues and changes; establishing minimum qualifications and selection tools for new and existing job classifications; reviewing all payroll transactions (P-1s) for accuracy and compliance; and ensuring that appropriate approvals are documented for special pay actions.
5. Recruitment services including developing and monitoring a statewide recruitment plan; consulting with agencies regarding their recruitment needs; and providing notification to agencies of opportunities to participate at recruitment events.

PROGRAM DELIVERY SERVICES

Program Delivery Services works with executive branch agencies to provide workforce services including the following:

1. Advise agencies regarding application and interpretation of rules, policies and procedures; disciplinary actions; grievance hearings, civil rights complaints, discrimination allegations, and alleged violations of FLSA, FMLA and the EEOC.

Assist agencies with personnel-related actions involving payroll, hiring, termination, layoffs, position reviews and other matters.

2. Labor relations services including contract interpretation, application and implications; representing agencies in discussions with the unions; conducting arbitrations and other hearings; conducting the Grievance Resolution Improvement Process; and representing the state in contested cases and hearings before the Public Employment Relations Board or Employment Appeal Board.
3. Workforce and employee services including planning workforce planning assistance to agencies; providing training information; facilitating workforce planning activities by agencies; and developing and maintaining the State Workforce Plan.
4. Employee performance and recognition services including developing and implementing a performance evaluation system for executive branch agencies; collecting data on performance evaluation completion rates and providing progress reports to the Governor; and administering the Golden Dome Award program recognizing the outstanding service of selected state employees.

BENEFITS AND RISK MANAGEMENT

Benefits and Risk Management Services works with executive branch agencies in administering a wide range of benefits risk management programs including the following:

1. Group insurance and universal benefits including health and dental benefits; life and long-term disability programs; employee assistance program; leave and moving expense benefits; unemployment insurance oversight; wellness; and providing informational materials for employees and agencies regarding these benefits.
2. Administering pretax programs including the 457 deferred compensation plan; 403(b) tax sheltered annuity plan; 401(a) employer retirement match program, flexible spending accounts (dependent care and health); One Gift program; and assisting agencies and participants with the programs.
3. Workers' compensation and safety programs including direct oversight of claims management services of the State's administrator; monitoring litigation; monitoring the financial condition of the program; providing for loss control services and safety program review; and providing educational materials related to these programs.

GENERAL OPERATIONS

Personnel Officers serve as the primary point of contact with departments to regularly monitor their unique needs and work with HRE specialists to ensure that commitments to agency customers are fulfilled. Annually, HRE leadership and personnel officers meet with the leadership of the various state agencies to discuss HRE's service delivery during the previous year and highlight specific projects and actions the agencies wish to focus on in the upcoming year. These expectations are formalized in Service Level Agreements (SLAs) with each agency. The major emphasis of HRE program staff is to deliver the services specified in the SLAs. HRE constantly seeks ways to enhance, improve or increase customer service, streamline operations, and save money. HRE is positioned to build on past successes for the following reasons:

- In Iowa, all human resource functions are centralized into one department instead of fragmented throughout state government. This allows HRE to look at the effects that changing one program would have on another and make program decisions with an understanding of the total impact.
- HRE's purchasing power for all of state government is significantly greater than if each agency were buying certain HR services separately. This economy of scale method increases HRE's ability to reduce costs; this was particularly true in benefit programs.
- With the implementation of entrepreneurial principles, HRE has direct and ongoing customer involvement through the HRE Customer Council. This relationship ensures that HRE's programs are on target to meet departments' needs and that rates are reasonable to customers.

INFORMATION TECHNOLOGY ENTERPRISE (ITE)

John Gillispie, Chief Operating Officer

The core function of the Information Technology Enterprise (ITE) is to provide high-quality, customer-focused information technology services and business solutions to government and to citizens. Pursuant to Iowa Code Section 8A.202(3), ITE is to:

- a. Coordinate the activities of the department in promoting, integrating, and supporting information technology in all business aspects of state government.
- b. Provide for server systems, including mainframe and other server operations, desktop support, and applications integration.
- c. Provide applications development, support, and training, and advice and assistance in developing and supporting business applications throughout state government.

As DAS formulates tactical and strategic plans and conducts business, ITE operates under the following assumptions:

- Technology is a tool and, like any tool, can be used effectively to achieve a public organization's mission and goals.
- Service and information will be the primary focus for users; the perception of government is measured by its ability to deliver service. At the same time, the need for security, privacy, and accessibility will continue to be a priority for users.
- Mobile computing will accelerate dramatically through the use of integrated computing devices; Web technology is the primary delivery mechanism for mobile devices.
- The continued shift from legacy systems/client servers to an e-Government network-centric computing environment will allow state government to be proactive rather than reactive, service aware instead of environment aware, and, most importantly, customer-focused rather than IT-focused.
- The costs of computing resources will continue to decline, while human resources costs will continue to escalate.
- The availability of network bandwidth will continue to increase, thus allowing Internet-based services and information to be provided in a timelier and more convenient manner to government's constituents.

The Information Technology Enterprise:

- **Provides** ongoing support for the development, implementation, and operation of "Integrated Information for Iowa" (I/3), Iowa's new web-based financial management and enterprise resource planning system. I/3 includes modules for Budgeting, Financial Management, Human Resources, and Purchasing. I/3 has many new features designed to reduce the burden and improve the accuracy of managing agency budgets. I/3 replaces several existing mainframe systems, most notably the Iowa Financial Accounting System (IFAS) and the Human Resource Information System (HRIS), both of which were designed and implemented over 20 years ago.

- **Supports** more than 1,198 e-mail accounts for 21 state agencies, boards and commissions.
- **Directly supports** more than 1,000 desktop computer systems in 38 state agencies, boards and commissions with on-call support for the remaining 18,000 executive branch desktop computers.
- **Manages** the official State of Iowa web portal, processing 2.5 million Internet hits per month.
- **Supports** the Judicial Branch Iowa Court Information Systems (ICIS) electronic public access to the online court application which averages 6.5 million page views per month.
- **Operates** the ITE mainframe data center which processes in excess of 3.6 million online business transactions each business day, prints over 3.8 million lines of print (licenses, permits, and reports) and an average of 8,000 state warrants each business day (two million state warrants annually).
- **Performs** daily information network security scans using a state-of-the-art intrusion detection system. This system scans hundreds of devices and successfully blocks as many as 400,000 external scans and detected intrusion attempts weekly.
- **Maintains** a project office to oversee and coordinate the implementation of the federal Health Insurance Portability and Accountability Act (HIPAA) for state government. The HIPAA Project Office has provided a point of coordination for HIPAA policy and procedures for the healthcare industry in Iowa and has provided extensive assistance to county governments through the Iowa State Association of Counties.

ITE Service Management

Service management is organized along the lines of ITE's functional divisions. Each division involved with our service offerings has specific roles and responsibilities; however, the operational management of core ITE services is placed within the Infrastructure Services Division. The Applications and e-Government Services Division manages computer application and programming services.

In managing ITE's budget, costs are identified as Direct, Indirect, or General and Administrative. ITE's budget is aligned with its service offerings to provide better financial results management. To cost and price services, ITE uses the standardized DAS categorization as follows:

Direct Costs

- Personnel
- Support

General & Administrative Costs

- Leadership
- Shared Services

Indirect Costs

- Personnel
- Support

Direct costs are those directly attributable to a product or service. Indirect costs are those necessary to maintain ITE's ability to offer and support services in addition to administrative management costs. General and Administrative costs include ITE's leadership costs along

with ITE's costs associated with centralized shared services provided by DAS Core (e.g., purchasing, financial reporting).

In addition to this financial management model, ITE uses a detailed pricing model to better delineate specific line item services (e.g., Java application, web application server hosting) cost, price and infrastructure scaling based on volume. This enables ITE to specifically model line item services based on specific customer requirements and make a valid comparison of quality, service and price with external service providers.

Serving Our Stakeholders

With demands for government effectiveness and spending efficiency, here are examples of the need for alignment between state agencies and ITE:

- Compliance regulations (e.g., HIPAA Privacy and Security, Sarbanes-Oxley, Graham-Leach-Bliley).
- State mandates (e.g., Accountable Government Act, Purchasing for Results).
- Internal accountability frameworks (e.g. ITE Business Review).
- Internal risk management initiatives.
- Federal initiatives for results-based government tied to federally funded state programs.

STATE ACCOUNTING ENTERPRISE (SAE)

Calvin McKelvogue, Chief Operating Officer

Stewardship in government means managing resources that have been entrusted by others so that the services returned maintain the well-being of citizens. SAE is committed to promoting the well-being of Iowans by providing efficient and effective services and resources to all State departments that serve our citizens. These services and resources, which revolve around both the collection and reporting of financial information and the processing of financial transactions, are critical elements needed by the Executive, Legislative, and Judicial branches to sustain the quality of life that Iowans enjoy.

Centralized Financial System

The State's primary system for collecting, processing and reporting financial transactions and information to decision makers and other stakeholders is the *Integrated Information for Iowa*, also known as "I/3." I/3 is a computerized financial resource planning system managed and maintained by SAE that is used to record and classify over 18 million financially related transactions and economic events each year. Furthermore, the system provides current, real-time information about State resources and obligations.

Since stewardship requires planning and enacting fiscal strategies which ultimately culminate in allocation and disbursement of monetary resources, I/3 is the most useful fiscal tool available to decision makers. Additionally, more than 1,300 State employees use I/3 to record and process approximately \$19.5 billion in revenues and \$19 billion in expenditures. SAE provides Help-Desk support, training, and resources to develop new functionality to and for these end-users.

Warrant Processing & Disbursement

The majority of financial transactions and events processed by the I/3 system involves interdepartmental transfer and external disbursement of State funds. In order for beneficiaries, vendors, local governments, and others to receive accurate and timely payments, the disbursement process must occur within a system that assures both integrity and efficiency. SAE ensures that the 7 million payments it issues annually are supported by approved claims from the paying departments. Additionally, SAE validates each of the 200,000 claims submitted to ensure that the information recorded in I/3 is accurate. Pre-audited claims submitted to SAE for payment are approved the day they are received.

To help ensure the disbursement process remains efficient and effective, SAE provides ongoing training to departments regarding procedures, guidelines, and regulations and monitors their compliance. Reports including information about warrant transactions and status, bank transfer activity, and internal documents processed are provided to departments to help them maintain quality assurance and efficiency in their operations.

General Fund Cash Flow Estimates

Revenues used to fund State-managed programs, projects and operations are received inconsistently during the year, while expenditures occur on a daily basis. This mismatch in cash flow timing can impair the State's ability to meet its ongoing financial obligations. The

Treasurer's Office manages these fluctuations in revenue inflows by various methods including issuing short-term debt instruments that provide proceeds to be used as needed in the remainder of that fiscal year. In order for these instruments to be tax-exempt to investors, Federal tax laws require justification of the State's cash needs prior to their issuance. SAE helps the State Treasurer meet this requirement by providing a month-to-month cash flow estimate identifying cash shortfalls. Once the instruments have been sold to an underwriter and the proceeds have been received, the Treasurer invests the funds to earn interest and draws upon them as needed. This fund management technique requires a continual monitoring of cash needs in order to maximize interest return while maintaining access to the funds to meet daily obligations. Again, SAE provides a valuable service to the Treasurer by projecting revenue and expenditure timing and amounts.

Cash Management Improvement Act

The Federal Cash Management Improvement Act (CMIA) was enacted in 1990 to improve the transfer of Federal funds between the federal government and the states. The Act is intended to ensure equity between the governments and improve efficiency of fund transfers by assessing a financial liability against states for retaining interest income generated from the early withdrawal of Federal assistance as well as assessing a similar liability against the Federal Government when grantee funds are not available timely. CMIA requires a formal Treasury-State Agreement (TSA) between the Federal Treasury Department and Iowa to implement the Act and its regulations. SAE is responsible for negotiating this agreement annually and maintaining compliance with the agreed upon procedures, including the annual calculation and payment of interest liability resulting from Federal cash balances being held by the State.

Statewide Central Service Cost Allocation

In order to provide and maintain effective services to Iowans, the State must fund its programs in the most efficient manner possible. Efficient funding means that Federal dollars available for an equitable share of program costs must be identified and recovered. The Statewide Cost Allocation Plan (SWCAP), administered by SAE, seeks to achieve these objectives. SWCAP is an annual process that identifies central services provided to operating departments where Federal programs are administered and ensures those services are funded equitably between Federal and State resources. Central services are common services that are provided by various State departments to other departments so that programs can be administered to Iowans. Examples of central services include printing, mailing, purchasing, accounting, technology support, motor pools, and buildings and grounds maintenance.

A SWCAP is necessary to recover central service costs from Federal programs. The Plan identifies operating departments responsible for performance or administration of Federal awards, identifies and quantifies their billed and non-billed (allocated) central services, provides a description and justification for each service billed and allocated to them, and provides financial records as supporting documentation.

The SWCAP process is ultimately a negotiation of what is deemed equitable funding between the Federal Government and the State. The Plan is submitted annually to the U.S. Department of Health and Human Service for review, adjustment and approval. During the review window, the Federal negotiator studies the Plan and discusses questions and concerns with SAE. In the

adjustment process, SAE researches questionable items and prepares explanations and responses in defense of Plan content and methodology. Once negotiations are complete, billings and allocations are approved and appropriate reimbursements are made to either HHS or the State.

Comprehensive Annual Financial Report

The State of Iowa Comprehensive Annual Financial Report (CAFR) is a publication of the SAE which presents the State's financial position and results of operations, as well as certain demographic and statistical information. It helps elected officials to both understand the financial condition of the State at the end of each fiscal year and make reasoned economic decisions concerning the use of limited financial resources in the coming fiscal year. Other Stakeholders who rely on the CAFR include rating companies such as Moody's Investors Services and Standard & Poors Corporation, who analyze the State's financial integrity and set bond ratings for capital borrowing, and special interest groups who hold elected officials accountable for their stewardship.

In order to help ensure that reported information is useful, valid, and relevant to decision-makers and readers, standards for financial accounting and reporting have been established. The Governmental Accounting Standards Board (GASB) is the organization empowered to establish and maintain these standards for governmental entities. To accomplish its mission, the GASB keeps standards current to reflect changes in the governmental sector, considers significant areas of accounting and reporting that can be improved through the standard-setting process, and improves the common understanding of the nature and purposes of information contained in financial reports by providing guidance on implementation of the standards.

SAE consistently achieves compliance with GASB standards and maintains excellence in financial reporting. For 13 consecutive years SAE has been awarded the *Certificate of Achievement* for its Comprehensive Annual Financial Reports from the Government Finance Officers Association (GFOA) of the United States and Canada. This award is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. To receive the Certificate, the State of Iowa must also receive an unqualified (clean) audit opinion. The GFOA is a non-profit, professional association serving approximately 14,000 finance professionals.

Income Offset

When State departments are unable to collect delinquent receivables for their services, judgments, or as agents for their program beneficiaries, they may submit claims to SAE for collection assistance. SAE matches these claims against pending payments such as tax refunds, accounts payable, lottery payouts, and unclaimed property settlements and offers these payments to the appropriate departments as satisfaction of the outstanding debts. Over the past three years, SAE has collected approximately \$52 million in delinquent taxes, student loans, judicial restitution, human service assistance overpayments, back child support and miscellaneous other debt. The service has been so successful that SAE has extended its customer base beyond State departments to include local governments such as cities, counties and colleges.

Federal Tax Reporting

Taxes are the largest source of revenue available to governments. Therefore, it is critical for governments to maintain effective methods to capture, process, and report information about taxable events and transactions. The IRS partners with state and local governments, non-profit organizations and the private sector to implement an effective monitoring and collection system.

SAE provides certain income tax reporting services to the IRS. These services include capturing financial disbursement data through the central financial system, processing the data to meet IRS guidelines, and ensuring that approximately 14,000 IRS 1099-Miscellaneous forms are sent timely to vendors across the country. Additionally, SAE partners with Iowa Department of Revenue to provide ongoing taxpayer support to its vendors through an internet website. Finally, the Enterprise assists the IRS by helping to correct erroneous taxpayer information.

Centralized Payroll

Many State employees look to SAE each pay period to provide them with a timely and accurate payment for their hard work and efforts. The Central Payroll staff is committed to meeting these expectations, and it processes approximately 480,000 payroll warrants and direct deposits every year for personnel in all branches of State government. Employees in over 60 departments, receive over \$1.2 billion annually in pay and benefits. The Enterprise also assists State employees with interpretation of rules, regulations, and guidelines as well as payroll calculations and estimates. Furthermore, SAE is committed to helping the State cut costs and improve efficiency. It provides an alternative to paper warrants by offering direct deposit services and a web-based Online Payroll Warrant as well as an online time reporting system.

In addition to processing payroll, Central Payroll is responsible for the accounting and reporting for three State post-retirement benefit programs:

- The SPOC Insurance Trust Fund receives converted sick leave dollars of the retirees of the Department of Natural Resources under the Peace Officers collective bargaining agreement. Those funds are used to pay retiree premiums for health, dental and life insurance benefits.
- Three Early-Out Incentive Programs provide for employees to be paid the full or partial value of their leave balances, at the time of termination for four subsequent years.
- The Sick Leave Insurance Program (SLIP) provides for the payment of retirees' employer shares of health insurance premiums from a "bank" of dollars calculated based on their sick balance at the time of retirement.

Other duties of Central Payroll include the pre-audit and processing of back pay, taxable benefits, Military Pay differential, settlement agreements, and supplemental Worker's Compensation benefits. Additionally, Central Payroll provides support services to the unemployment compensation program by providing reports to other departments that assist them in filing mandatory Iowa Workforce Development unemployment returns, processing quarterly

payments to the Iowa Workforce Development to reimburse that department for unemployment claims, and recovering those non-General Fund reimbursements from other State departments.

Serving State employees is Central Payroll's primary responsibility. However, they also perform quality assurance activities that help ensure integrity within the payroll function. Review and reconciliation of health, dental, life, and long-term disability transactions and reports help ensure that accurate premiums are submitted to insurance carriers. Additionally, W-2 and 1099-R information is prepared and submitted in compliance with Federal and State tax laws.

SAE understands the importance of timeliness of service, and Central Payroll is committed to meeting strict time requirements for all payroll related distributions and reports. Wages, salaries, withholdings, State matches, and Federal and State tax payments have, between them, various due dates that must be adhered to. Central Payroll has a proud tradition of continually meeting all such deadlines.



DAS Program/Service Categories

Categorization for FY2007-2009

This chart shows the location of current agency services within one of the three categories within DAS for FY2007/08, as well as the categorization for FY2009. The categories are:

- **Leadership functions** are those services related to policy and standards development that will be funded through a general appropriation. It is appropriate where standardization is required and the ultimate customer is the taxpayer.
- **Utilities** are those services for which a monopoly structure makes sense due to economies of scale. Customers choose the amount of service purchased but must buy from a single source. Utilities will be funded by an internal service revolving fund.
- **Marketplace services** are those services that may be purchased in a competitive environment. Customers may choose to buy these services from any available vendor. These services are funded through enterprise revolving funds.

PROGRAM/SERVICE	CATEGORY FOR FY07 & FY08			CATEGORY FOR FY2009		
	Leadership	Utility	Marketplace	Leadership	Utility	Marketplace
INFORMATION TECHNOLOGY ENTERPRISE						
<i>Infrastructure</i>						
Desktop/Workstation			X			X
Service Desk			X			X
Networking/Communications			X			X
Server Hosting			X			X
Mainframe Services			X			X
E-mail			X			X
Common Calendar and Directory		X			X	
<i>Application and e-Government Services</i>						
Mainframe Development Services			X			X
Database Services			X			X
Web Services			X			X
<i>Planning and Consultation</i>						
Consultation			X			X
<i>Printing Services</i>						
Consulting			X			X
Graphic Design and Layout			X			X
1- and 2-Color Offset and Digital Printing			X			X
Digital Color Printing			X			X
On-site Copier Services			X			X
Letter Shop Services			X			X
<i>Information Security</i>						
Information Security Services		X			X	
Portable Device Encryption*	N/A			*		
* A Portable Device Encryption service is being considered for addition in FY09; category has not been determined.						

DAS Services Categorized – FY07-FY09

PROGRAM/SERVICE	CATEGORY FOR FY07 & FY08			CATEGORY FOR FY2009		
	Leadership	Utility	Marketplace	Leadership	Utility	Marketplace
STATE ACCOUNTING ENTERPRISE						
Comprehensive Annual Financial Report (CAFR)	X			X		
Centralized Payroll	X			X		
Centralized pre-audit/post-audit	X			X		
Iowa Income Offset Program	X			X		
Cash Management Improvement Act of 1990	X			X		
Statewide Indirect Cost Allocation Plans	X			X		
Integrated Information for Iowa (I/3)		X			X	
GENERAL SERVICES ENTERPRISE						
<i>Architectural & Engineering</i>						
Architectural & Engineering Services (formerly "Design & Construction) – includes Vertical Infrastructure Program and Project Management		X			X	
<i>Capitol Complex Maintenance</i>						
Association Fee – includes Mechanical, Custodial, Grounds, Lock Shop, Facility Maintenance, Space Management services and Employee Safety Program (50%)		X			X	
Ceremonial Space Maintenance – includes Employee Safety Program (50%)	X			X		
Utility Usage Oversight	X			X		
<i>Fleet & Mail</i>						
Fleet – Depreciation – includes Purchasing, Replacement and Disposal of Vehicles		X			X	
Fleet – Management		X			X	
Fleet – Risk Management		X			X	
Motor Pool/Fueling Station			X			X
State Garage			X			X
Gas Station			X			X
Mail Services – includes Mail Processing and Delivery		X			X	
<i>Procurement Services</i>						
Purchasing – includes Bidding and Contracting		X			X	
Blanket Bond		X			X	
<i>Support</i>						
Leasing (Fee at Seat of Govt. and Fee Outside Seat of Govt.)		X			X	
Events Coordination	X			X		

DAS Services Categorized – FY07-FY09

PROGRAM/SERVICE	CATEGORY FOR FY07 & FY08			CATEGORY FOR FY2009		
	Leadership	Utility	Marketplace	Leadership	Utility	Marketplace
HUMAN RESOURCES ENTERPRISE						
<i>Organizational Development</i>						
General Training			X			X
Conference Planning			X			X
Special Consultation Services (development and implementation of studies aimed at developing staff or the organization such as organizational climate studies, training needs assessments or customized exit surveys)			X			X
Labor/Management Committee Facilitation			X			X
<i>Employment Services</i>						
Employment Services (Merit Only and Merit and Non-Merit) – includes Application Intake and Referral, Workforce Planning, Classification and Compensation Studies, Data Management (publications like the Iowa Almanac), Diversity Program Management, Performance Appraisal Management, Payroll Audit, and Contingent Workforce Contract Management		X			X	
Golden Dome Awards		X			X	
<i>Benefits</i>						
Benefits – includes Deferred Compensation, Group Insurance Programs, Employee Wellness Program, Employee Assistance Program, and Leave Management		X			X	
Health Insurance Surcharge (for health insurance administration)		X			X	
Unemployment Contract		X			X	
Workers' Compensation		X			X	
<i>HR Consultation & Program Delivery Services</i>						
Labor Relations – includes Contract Negotiations, Collective Bargaining Agreement Interpretation, Federal Law Interpretation and Grievance Processing,		X			X	
Personnel Officers – includes Individual Classifications, Classification Appeal Hearings, DAS- HRE Rules Interpretation, Investigations, 19B Investigations and Reviews and Appeals		X			X	

MARKETING/COMMUNICATIONS

CUSTOMER BASE

Currently, the DAS customer base consists of the following:

1. State executive branch agencies.
2. Legislative Branch.
3. Judicial Branch.
4. Regents institutions.
5. Political subdivisions.
6. State/public employees – active and retired.
7. Labor unions.

COMMUNICATIONS

Several methods of communications are in place to foster and create effective business practices between DAS and the customers it serves.

- **Customer Councils** are one of the oversight tools used to monitor utility services. Each of the four Councils (HRE Customer Council, Technology Customer Council, GSE Customer Council and the Interim I/3 Customer Council) is comprised of customer representatives for the respective enterprises. Their primary responsibility is to provide customer input to DAS management regarding desired levels of service and rates. Each Council is comprised of staff from customer agencies within the executive branch of government, with representatives also from the judicial and legislative branches. The Councils also have one public member and one representative from AFSCME. Councils typically meet monthly.
- **DAS Customer Satisfaction Survey** is issued quarterly and results are distributed and placed on the DAS website.
- **Customer Focus Newsletter** is produced bi-monthly and sent electronically to customers. This newsletter provides information concerning new products, services, announcements and important information related to business with DAS customers.
- **eDAS**. The **eDAS** Service Request and Billing System went into production July 1, 2005. **eDAS** allows customers to find billing information about services offered by DAS. It gives a brief description of the service, the cost and lists the service contact. Customers can view services by Enterprise, by category of service, or by searching for a key word about the service. **eDAS** makes it easy for customers to know what is offered and who to contact to obtain more information about services.
- **DAS Difference** is the employee newsletter produced bi-monthly which provides information and news regarding employees, programs and important announcements.
- **Over the Top and the Wall of Fame** are two DAS employee programs designed to recognize outstanding accomplishments of employees.

Additionally, DAS endeavors to determine customer needs in a variety of ways including:

- Customer surveys

- Focus groups
- Regular feedback solicitation with customers by e-mail, phone, or in-person

STRATEGIC PARTNERSHIP REPRESENTATIVE

DAS has retained an individual on a part-time basis as a Project Consultant to make direct customer contacts in an effort to increase the use of DAS products and services by potential customers. In addition to benefiting these customers through better pricing, it also enables the sharing of fixed costs over a greater number of customers that will enhance our ability to control future cost increases related to services and service delivery.

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UTILITY RATE HISTORY

DAS UTILITIES	BASIS FOR RATE CALCULATION	Notes	FY05	FY06	FY07	FY08	FY09
State Accounting Enterprise (SAE)							
Integrated Information for Iowa (I/3)	Annual allocation starting in FY07	(1)	\$106.44	\$103.68	N/A	N/A	N/A
Information Technology Enterprise (ITE)							
Directory Services	FT & PT Perm Employee	(2)	\$9.48	\$9.00	\$9.40	\$8.26	\$7.88
Information Security Office (ISO)	FT & PT Perm Employee	(2)	N/A	N/A	\$10.41	\$12.76	\$16.58
Human Resources Enterprise (HRE)							
Benefits	FT & PT Perm Employee *		\$27.24	\$32.88	\$28.80	\$34.80	\$34.80
Personnel Officers (Program Delivery in FY05)	FT & PT Perm Employee *		\$60.24	\$60.96	\$65.88	\$71.28	\$71.28
Labor Relations	FT & PT Perm Employee *		\$29.28	\$25.32	\$31.56	\$21.84	\$21.84
Employment Services	FT & PT Perm Employee *	(3)	\$68.04	N/A	N/A	N/A	N/A
Employment Services - Merit Only	FT & PT Perm Employee *	(3)	N/A	\$17.76	\$19.68	\$18.48	\$18.48
Employment Services - Merit and Non-Merit	FT & PT Perm Employee *	(3)	N/A	\$58.08	\$60.12	\$58.92	\$58.92
Health Insurance Surcharge	Per participant		\$24.00	\$24.00	\$24.00	\$24.00	\$24.00
Golden Dome		(4)	\$2.00	\$2.00	\$2.00	\$2.00	\$2.00
Unemployment	Annual allocation	(5)	N/A	N/A	N/A	N/A	N/A
Workers' Compensation	Annual allocation	(5)	N/A	N/A	N/A	N/A	N/A
General Services Enterprise (GSE)							
Association Fees - Office & Storage combined	Per square foot	(6)	N/A	N/A	\$3.43	\$3.10	\$3.10
Association Fees - Office Space	Per square foot	(6)	\$3.15	\$3.51	N/A	N/A	N/A
Association Fees - Storage Space	Per square foot	(6)	\$2.20	\$2.72	N/A	N/A	N/A
Association Fees - Ankeny Lab	Per square foot		N/A	\$5.69	\$5.57	\$5.26	\$5.26
Purchasing	Annual allocation	(7)	N/A	N/A	N/A	N/A	N/A
Mail Services	Annual allocation	(5)	\$0.04	\$0.067	N/A	N/A	N/A
Blanket Bond	FT & PT Perm Employee	(5)	N/A	\$1.64	\$2.06	\$2.14	\$2.13
Fleet - Risk Management	Per active vehicle		N/A	\$209.28	\$209.28	\$288.00	\$288.00
Leasing, Fee at Seat of Govt.	Per square foot		\$0.19	\$0.12	\$0.11	\$0.11	\$0.10
Fleet Management	Per active vehicle		\$183.36	\$239.04	\$225.00	\$176.76	\$161.76
Fleet Depreciation	Per active vehicle	(8)	N/A	N/A	N/A	N/A	N/A
Design & Construction Services	Per hour	(9)	N/A	\$50.22/hr	\$116.85/hr	\$83.84/hr	\$83.84
Leasing, Fee Outside Seat of Govt.	Per hour		\$41.60/hr	\$50.90/hr	\$50.90/hr	\$61.90/hr	\$61.90

FOOTNOTES

- While DAS has provided this comparative history of the various utilities and applicable rates, the reader should be careful in their interpretation of the information.
- Rates reflected in this comparison are the final rates charged to customers, which may be different than the rates originally approved by the Customer Councils for budgeting purposes.
- 1 In FY05 this amount was a combination of individual rates: IFAS, HRIS & Budget based on FTE counts for the 1st Qtr of 2004. In FY06 this became I/3 and the rate was computed based upon FTE counts for the 4th Qtr of 2004. In FY07 the methodology was changed to a combination of component allocations and was reviewed with the Federal Government. No changes for FY08 or FY09.
- 2 Rates were based on FTE counts as follows: FY05 = 1st Qtr 2004 / FY06 = 4th Qtr 2004 / FY07 = 3rd Qtr of 2005 / FY08 = 3rd Qtr of 2006 / FY09 = 2nd Qtr of 2007 / ISO started in FY07.
- 3 In FY05 this was *Employment Services* but in FY06 the HRE Customer Council split the service into *Employment Services - Merit* and *Employment Services - Non-merit*.
- 4 Rates were based on original budget for the Star Program with one increase in FY05.
- 5 Charges are based upon allocations, which are based on historical usage; this results in a unique charge to each agency.
- 6 In FY07 the GSE CC established one rate for space, regardless of type, eliminating separate office and storage rates.
- 7 Rates were based on FTE counts as follows: FY05 = point in time / FY06 = Qtr 4 of 2004 / FY07 = Qtr 3 of 2005 / FY08 = Qtr 3 of 2006 / FY09 = 5 Qtr avg ending 3/31/07. Purchasing allocations are pro-rated based upon each agency's use of master contracts as of FY06.
- 8 Fleet depreciation will be billed in compliance with Federal OMB Circular A-87 requirements. Depreciation rates and charges are contingent on vehicle type and purchase date.
- 9 In FY06 Design & Construction operations were funded by a combination of Infrastructure appropriation and utility rates. The total rate for FY06 was \$97.26/hr.
- N/A Not Applicable: Rate had not started, was combined elsewhere or was eliminated; or the "rate" was actually an allocation
- (*) Rates were based on 5 Qtr FTE average as follows: FY2005 = ending Qtr 1 of 2004 / FY06 = ending Qtr 4 of 2004 / FY07 = ending Qtr 3 of 2005 / FY08 = ending Qtr 3 of 2006 / FY09 = ending Qtr 3 of 2007

PLACE HOLDER

DAS FINANCIALS

GENERAL OPERATIONS (Non Infrastructure)

BALANCE BROUGHT FORWARD

Balance Brought Forward
Adjustments to Balance Brought Forward
Reversions

ADJUSTED BEGINNING BALANCE BROUGHT FORWARD

FY2006	FY2005	FY2004
\$36,647,396	\$23,709,756	\$18,050,794
(57)	621,053	476,067
	89,416	1,103,583
\$36,647,339	\$24,420,225	\$19,630,444

RESOURCES

Appropriations and Appropriation Adjustments
Receipts

TOTAL RESOURCES

\$15,869,333	\$22,559,337	\$33,748,326
155,066,670	142,684,087	114,970,424
\$170,936,003	\$165,243,424	\$148,718,750

DISPOSITION OF RESOURCES

Expenditures
Appropriations & Appropriation Transfers
Reversions
TOTAL DISPOSITION OF RESOURCES

\$173,902,168	\$151,826,928	\$138,750,884
	697,261	4,572,269
403,276	492,064	1,233,693
\$174,305,444	\$153,016,253	\$144,556,846

BALANCE CARRY FORWARD

Adjustment to Balance Carry Forward

ADJUSTED BALANCE CARRY FORWARD

\$33,277,898	\$36,647,396	\$23,792,348
		(82,592)
\$33,277,898	\$36,647,396	\$23,709,756

Footnotes:

- > Source of General Operations financial information is 13 - Schedule 6 SD (SD 030).
- > Information above covers all DAS operations, *excluding* infrastructure.
- > Balance Rolled Forward amounts reflect the balances in various Revolving and Internal Service funds such as; IT Technology, Utility Services, & Fiduciary funds.

PLACE HOLDER

INFRASTRUCTURE

BALANCE BROUGHT FORWARD

RESOURCES

Appropriations, Transfers & Supplementals
Receipts

TOTAL RESOURCES

DISPOSITION OF RESOURCES

Expenditures
Reversions

TOTAL DISPOSITION OF RESOURCES

BALANCE CARRY FORWARD

Adjustment to Balance Carry Forward

ADJUSTED BALANCE CARRY FORWARD

	FY2006	FY2005	FY2004
BALANCE BROUGHT FORWARD	\$30,375,807	\$44,222,845	\$45,061,064
RESOURCES			
Appropriations, Transfers & Supplementals	\$37,703,815	\$17,462,117	\$42,773,686
Receipts	19,399,770	12,038,025	9,292,698
TOTAL RESOURCES	\$57,103,585	\$29,500,142	\$52,066,384
DISPOSITION OF RESOURCES			
Expenditures	\$53,358,458	\$43,362,179	\$52,840,273
Reversions	1,575	0	49,331
TOTAL DISPOSITION OF RESOURCES	\$53,360,033	\$43,362,179	\$52,889,604
BALANCE CARRY FORWARD	\$34,119,359	\$30,360,808	\$44,237,844
Adjustment to Balance Carry Forward		14,999	(14,999)
ADJUSTED BALANCE CARRY FORWARD	\$34,119,359	\$30,375,807	\$44,222,845

Footnotes:

- > Source of Infrastructure financial information is I3 - Schedule 6 SD (SD 945).
- > Infrastructure involves projects throughout the State of Iowa, some that are funded by direct appropriations to DAS, and some that are funded by direct appropriations to the benefiting agency and transferred to DAS. Other projects are funded by a combination of appropriations & additional funds contributed by the benefiting agency.
- > Infrastructure involves multi-year projects and therefore the funding is appropriated to be spent over a period of time, usually 4 years. The year end Balance Brought Forward reflects the total amount unobligated from all the multi-year funded sources that have been appropriated to the Department of Administrative Services.

APPENDICES

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Iowa Department of
Administrative Services

Chester J. Culver, Governor
Patty Judge, Lt. Governor

Mollie K. Anderson, Director

DAS Customer Council Members 2007-08

Updated March 13, 2008

General Services				
Name	Agency (size)	Phone	E-mail	Term expires
Jennifer St. John	DNR (large)	515-281-8357	Jennifer.StJohn@dnr.state.ia.us	08/31/08
John Baldwin	DOC (large)	515-725-5704	John.Baldwin@iowa.gov	08/31/09
Dave Heuton	DPS (large)	515-281-8387	Heuton@dps.state.ia.us	08/31/10
Margaret Thomson	IDALS (medium)	515-281-5322	Margaret.Thomson@idals.state.ia.us	08/31/08
Marcia Spangler	DPH (medium)	515-281-4955	Marcia.Spangler@idph.state.ia.us	08/31/09
Keith Hyland	Dept. of Education, Voc Rehab (medium)	515-281-4147	Keith.Hyland@iowa.gov	08/31/10
Ann Clary	SOS (small)	515-281-8361	Ann.Clary@sos.state.ia.us	08/31/08
Charlie Smithson	IECDB (small)	515-281-3489	Charlie.Smithson@iowa.gov	08/31/09
Greg Anliker	Elder Affairs (small)	515-242-3303	Greg.Anliker@iowa.gov	08/31/10
Bob Straker	AFSCME (Union rep)	515-281-6036	Robert.Straker@iowa.gov	08/31/07
John Connors	Public member	515-262-3345	-none-	08/31/08
Peggy Sullivan	Judicial Branch rep	515-242-0171	Peggy.Sullivan@judicial.state.ia.us	N/A
Mark Brandsgard	Legislative Branch rep	515-281-5381	Mark.Brandsgard@legis.state.ia.us	N/A
Ray Walton	DAS Staff (GSE COO)	515-281-3723	Ray.Walton@iowa.gov	---
Nancy Williams	DAS Staff (GSE)	515-281-7259	Nancy.Williams@iowa.gov	---

Human Resources				
Name	Agency (size)	Phone	E-mail	Term expires
Marty Deaton	DPS (large)	515-281-8331	Deaton@dps.state.ia.us	08/31/08
Bill Gardam	DHS (large)	515-281-5808	BGardam@dhs.state.ia.us	08/31/09
Dennis Mack	IVH (large)	641-753-4343	Dennis.Mack@ivh.state.ia.us	08/31/10
Roger Stirler	ED (medium)	515-281-3968	Roger.Stirler@iowa.gov	08/31/08
VACANT	(medium)			08/31/09
David Werning	DIA (medium)	515-281-7376	David.Werning@dia.iowa.gov	08/31/10
Penny Westfall	ILEA (small)	515-242-5357	Penny.Westfall@ilea.state.ia.us	08/31/08
Steve Timmins	DOM (small)	515-281-6577	Steve.Timmins@iowa.gov	08/31/09
Jim Riordan	PERB (small)	515-281-4414	James.Riordan@iowa.gov	08/31/10
John Craig	AFSCME (Union rep)	515-281-4276	John.Craig@iowa.gov	08/31/07
Lance Noe	Public member	515-271-2011	Lance.No@drake.edu	08/31/08
Bill Snyder	Judicial Branch rep	515-242-0175	William.Snyder@jb.state.ia.us	N/A
Mike Marshall	Legislative Branch rep	515-281-5307	Mike.Marshall@legis.state.ia.us	N/A
Nancy Berggren	DAS Staff (HRE COO)	515-281-5064	Nancy.Berggren@iowa.gov	---
Susan Churchill	DAS Staff (HRE)	515-281-3351	Susan.Churchill@iowa.gov	---

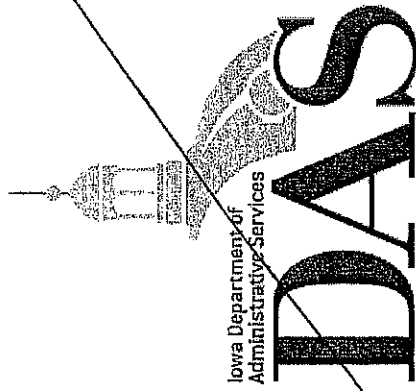
Technology				
Name	Agency (size)	Phone	E-mail	Term expires
Steve Mosena	DHS (large)	515-281-8708	SMosena@dhs.state.ia.us	08/31/08
Kevin VandeWall	DOC (large)	515-725-5720	Kevin.VandeWall@iowa.gov	08/31/09
Greg Wright	IVH (large)	641-753-4306	Greg.Wright@ivh.state.ia.us	08/31/10
Lesa Quinn	DPD (medium)	515-252-4601	Lesa.Quinn@dpd.state.ia.us	08/31/08
Rich Jacobs	IDR (medium)	515-281-3488	Richard.Jacobs@Iowa.gov	08/31/09
Evelyn Halterman	Lottery (medium)	515-725-7950	EHalterman@ialottery.com	08/31/10
Joel Lunde	IDOM (small)	515-281-7072	Joel.Lunde@iowa.gov	08/31/08
Gary Kendell	ODCP (small)	515-281-3784	Gary.Kendell@iowa.gov	08/31/09
Keith Greiner	ICSAC (small)	515-242-3390	Keith.Greiner@iowa.gov	08/31/10
Carl Martin	AFSCME (Union rep)	515-242-5946	Carl.Martin@iwd.iowa.gov	08/31/07
Roberta Polzin	Public member	515-243-7917	berat1@cs.com	08/31/08
Larry Murphy	Judicial Branch rep	515-281-9765	Larry.Murphy@jb.state.ia.us	N/A
Mark Brandsgard	Legislative Branch rep	515-281-5381	Mark.Brandsgard@legis.state.ia.us	N/A
Steve Gast	CIO Council (ex-officio)	515-239-1640	Steve.Gast@dot.iowa.gov	N/A
John Gillispie	DAS Staff (ITE COO)	515-725-4707	John.Gillispie@iowa.gov	---
Diane Van Zante	DAS Staff (ITE)	515-281-3462	Diane.VanZante@iowa.gov	---

I/3				
Name	Agency (size)	Phone	E-mail	Term expires
VACANT	(large)			(GSE)
Greg Wright	DHS (large)	641-753-4306	Greg.Wright@ivh.state.ia.us	08/31/10 (ITE)
Roger Stirler	ED (medium)	515-281-3968	Roger.Stirler@iowa.gov	08/31/08 (HRE)
Rich Jacobs	IDR (medium)	515-281-3488	Richard.Jacobs@Iowa.gov	08/31/09 (ITE)
Penny Westfall	ILEA (small)	515-242-5357	Penny.Westfall@ilea.state.ia.us	08/31/08 (HRE)
Charlie Smithson	IECDB (small)	515-281-3489	Charlie.Smithson@iowa.gov	08/31/09 (GSE)
Carl Martin	AFSCME (Union rep)	515-242-5946	Carl.Martin@iwd.iowa.gov	08/31/07 (ITE)
Joel Lunde	IDOM rep	515-281-7072	Joel.Lunde@iowa.gov	N/A
Peggy Sullivan	Judicial Branch rep	515-242-0171	Peggy.Sullivan@jb.state.ia.us	N/A
Mike Marshall	Legislative Branch rep	515-281-5307	Mike.Marshall@legis.state.ia.us	N/A
Calvin McKelvogue	DAS Staff (SAE COO)	515-281-4877	Calvin.McKelvogue@iowa.gov	---
Julie Marasco	DAS Staff (SAE)	515-281-4840	Julie.Marasco@iowa.gov	---

**** Note:** I/3 Customer Council members are selected from the other three Councils.

For more information about the DAS Customer Councils please go to:
http://das.iowa.gov/customer_councils/index.html
or contact Laura Riordan at 515-242-5038 / Laura.Riordan@iowa.gov.

DEPARTMENT OF ADMINISTRATIVE SERVICES



*Final
Approval
Pending*

**STRATEGIC PLAN
2008 – 2011**